

COPPER COUNTRY HEALTHY KIDS, HEALTHY COMMUNITIES CASE REPORT

HOUGHTON, MICHIGAN

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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BACKGROUND

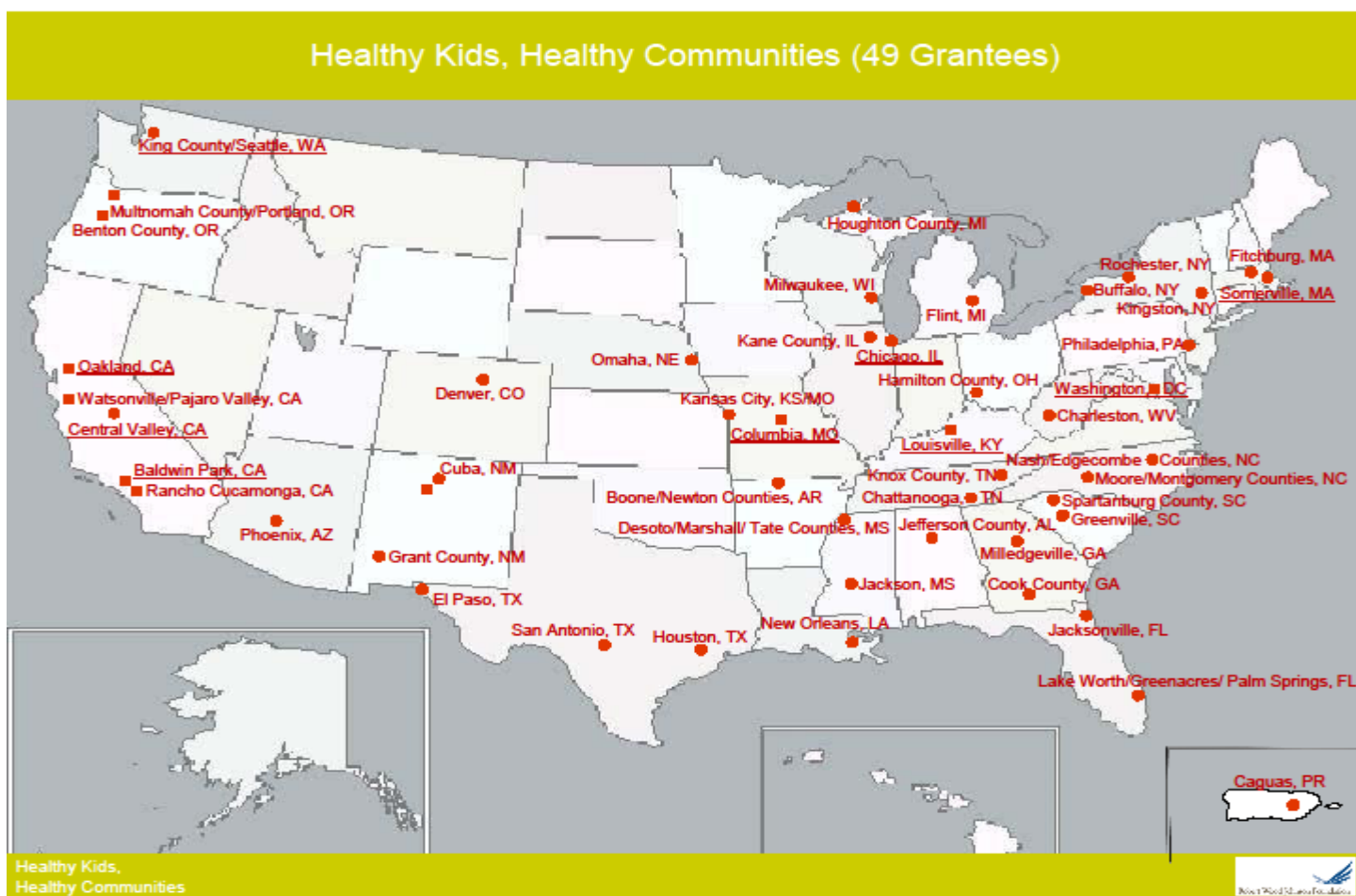
Healthy Kids, Healthy Communities National Program

With the goal of preventing childhood obesity, the Healthy Kids, Healthy Communities (HKHC) national program, funded by the Robert Wood Johnson Foundation (RWJF), provided grants to 49 community partnerships across the United States (Figure 1). Healthy eating and active living policy, system, and environmental changes were implemented to support healthier communities for children and families. The program placed special emphasis on reaching children at highest risk for obesity on the basis of race, ethnicity, income, or geographic location.¹

Project Officers from the HKHC National Program Office assisted community partnerships in creating and implementing annual workplans organized by goals, tactics, activities, and benchmarks. Through site visits and monthly conference calls, community partnerships also received guidance on developing and maintaining local partnerships, conducting assessments, implementing strategies, and disseminating and sustaining their local initiatives. Additional opportunities supplemented the one-on-one guidance from Project Officers, including peer engagement through annual conferences and a program website, communications training and support, and specialized technical assistance (e.g., health law and policy).

For more about the national program and grantees, visit www.healthykidshealthycommunities.org.

Figure 1: Map of Healthy Kids, Healthy Communities Partnerships



Evaluation of Healthy Kids, Healthy Communities

Transtria LLC and Washington University Institute for Public Health received funding from the Robert Wood Johnson Foundation to evaluate the HKHC national program. They tracked plans, processes, strategies, and results related to active living and healthy eating policy, system, and environmental changes as well as influences associated with partnership and community capacity and broader social determinants of health.

Reported “actions,” or steps taken by community partnerships to advance their goals, tactics, activities, or benchmarks from their workplans, formed community progress reports tracked through the HKHC Community Dashboard program website. This website included various functions, such as social networking, progress reporting, and tools and resources to maintain a steady flow of users over time and increase peer engagement across communities.

In addition to action reporting, evaluators collaborated with community partners to conduct individual and group interviews with partners and community representatives, environmental audits and direct observations in specific project areas (where applicable), and group model building sessions. Data from an online survey, photos, community annual reports, and existing surveillance systems (e.g., U.S. census) supplemented information collected alongside the community partnerships.

For more about the evaluation, visit www.transtria.com/hkhc.

Copper Country Healthy Kids, Healthy Communities

The Houghton County partnership predated Copper Country HKHC. The partnership started in 2004 with the BHK (Baraga, Houghton, and Keweenaw) Child Development board, a non-profit agency that provided child and family services such as Head Start and the Preschool Obesity Prevention Series (POPS) grant, a rural health outreach grant that was facilitated under the Western Upper Peninsula District Health Department (WUPDHD). In 2008, the Healthy Families Coalition was started, with a focus on child and family environment and preschool obesity.

WUPDHD was the lead agency for the Copper Country Healthy Kids, Healthy Communities (HKHC) partnership. The health department served five counties. Contracted partners included representatives from the National Park Service and Houghton County Civil and Environmental Engineering, and Planning Departments. The partnership and capacity building strategies of the partnership included:

- *Western Upper Peninsula Food Hub and Food Policy Council (WUP Food Hub)*: Led by WUPDHD, WUP Food Hub aimed to bring food producers and consumers together to grow the supply of, and demand for, local foods. The vision for the WUP Food Hub was to be a convener of dialogues and partnerships leading to plans, policies, and systems that improve access to affordable and healthy foods for residents of Baraga, Gogebic, Houghton, Iron, Keweenaw and Ontonagon counties.²
- *Bike and Pedestrian Committee*: The partnership helped broaden the focus of the Bike and Pedestrian Committee and build capacity with other partners, schools in particular. The Committee started in 2006 and worked on improving and implementing bike and pedestrian routes. Original members included City Council members, the Mayor, and the Chief of Police. The committee turned into a regional committee and added community members from Hancock. Membership applications went out to two other communities, Calumet and Laurium.

See Appendix A: Houghton County, Michigan Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results for additional information.

Along with partnership and capacity building strategies, the Copper Country HKHC partnership incorporated assessment and community engagement activities to support the partnership and the healthy eating and active living strategies.

The healthy eating and active living strategies of Copper Country HKHC included:

- *Active Transportation*: Efforts for this initiative focused on passing a Complete Streets ordinance and securing approval of a new, non-motorized transportation plan. Development of Safe Routes to School plans and a new recreational trail authority group were completed. In addition, highway repaving projects were planned for 2014.
- *Community Gardens*: Healthy food access has been increased in Houghton County by the addition of community and school gardens.
- *Farmers' Markets*: Area farmers' markets were equipped with Electronic Benefit Transfer (EBT) payment systems in an effort to increase the accessibility of local, fresh produce.

COMMUNITY DEMOGRAPHICS

Houghton County sits at the tip of Michigan’s western Upper Peninsula (U.P.), a rugged, sparsely populated forest region bordered on two sides by Lake Superior. Residents are accustomed to long, snowy winters. Houghton was a prosperous mining town in the 1940s and 1950s but the population declined when the mining companies closed in the 1960’s. Houghton County, with 34,000 residents living on more than 1,000 square miles of mostly forested land on the south shore of Lake Superior, receives 250 to 300 inches of snow per year. High rates of poverty and unemployment, lack of YMCAs or park districts that sponsor recreational activities, and long snowy winters are factors that contribute to the prevalence of child and adult overweight and obesity, and attendant high rates of chronic disease. Most residents (95%) are white, with Native Americans making up the largest minority population. The Copper Country’s median household income in 2012 was \$34,453, two-thirds less than Michigan’s median of \$48,471.³ The county’s three population centers are the City of Houghton, City of Hancock, and Village of Calumet, but nearby Lake Linden was also impacted by HKHC.

Figure 2: Map of Houghton, Michigan Target Areas⁴

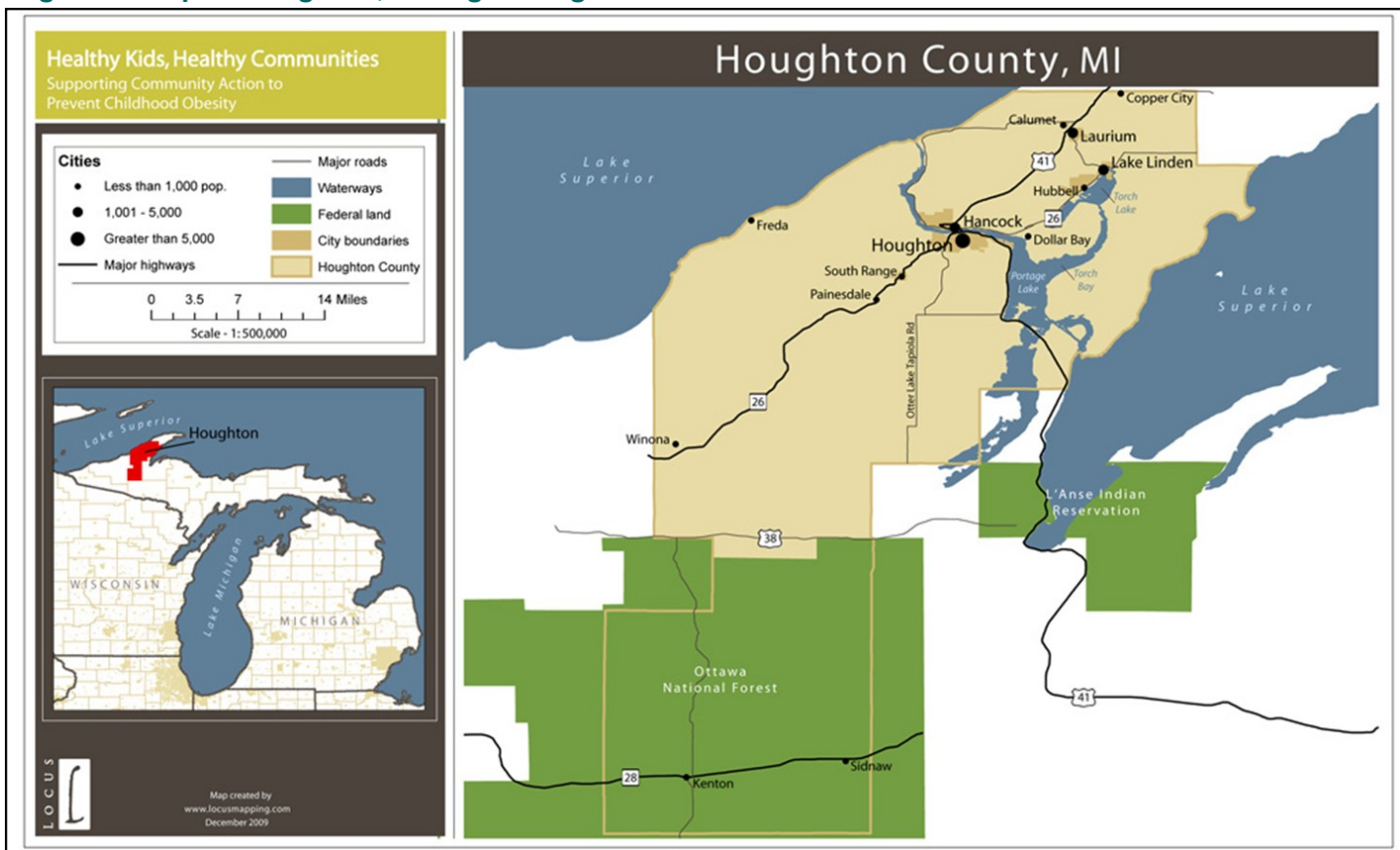


Table 1: Houghton, Michigan and Neighborhood Demographics³

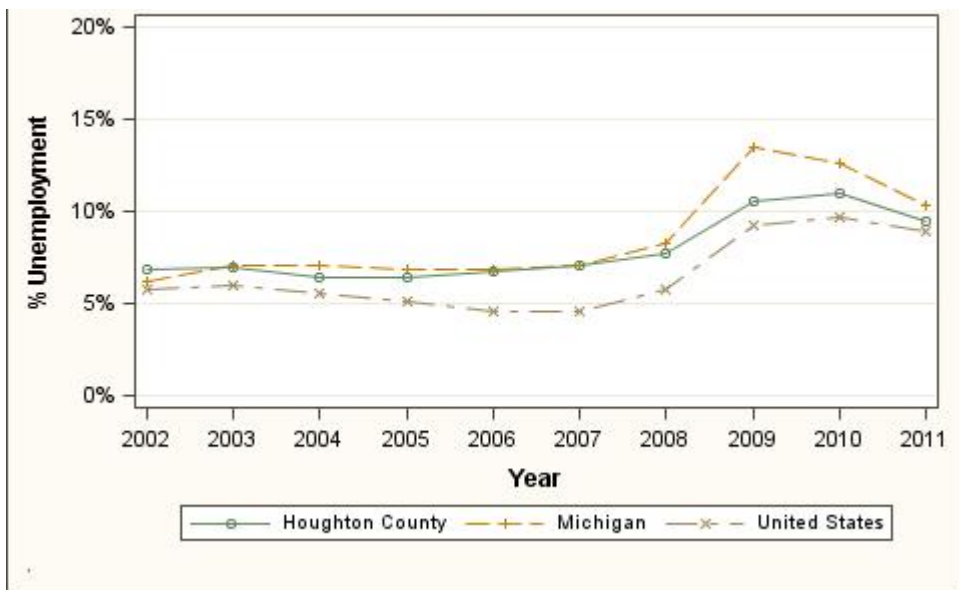
Location	Population	African American	Latino	White	Poverty Rate	Median Household Income	Per Capita Income
Houghton County	36,628	0.5%	1.1%	94.5%	22.8%	\$34,435	\$18,556
Calumet Village	726	0.4%	2.5%	96.8%	32.0%	\$22,969	\$15,982
City of Hancock	4,634	1.2%	1.4%	94.7%	25.5%	\$29,239	\$21,919
City of Houghton	7,708	1.0%	1.8%	85.2%	41.6%	\$24,002	\$15,254
Lake Linden	1,007	0.0%	0.8%	97.4%	28.2%	\$34,911	\$18,719

INFLUENCE OF SOCIAL DETERMINANTS

Employment

Double-digit unemployment is not new to Copper Country. The local economy has experienced hard times for four decades. Since 1968, when Houghton’s last copper mines closed, Copper Country has endured high rates of poverty and unemployment. Most of the manufacturing sector is gone, with job creation primarily in the low-wage service sector. Technology companies have started to capitalize on graduates from Michigan Technological University and open satellite offices in Houghton. Houghton is trying to recruit young professionals and reinventing the downtown and improving the trail systems are key to building the economy. See Figure 3 for a comparison of unemployment in Houghton County with Michigan state and the national average.

Figure 3: Unemployment in Houghton County, MI County, State, and National Trends⁵



Poverty

Child poverty rates are higher than state and national averages in Houghton County, with 57% of births in 2006 covered by Medicaid and 36% of children age 0-18 enrolled in the Medicaid program. The percent of Houghton County K-12 students who received free or reduced-price lunches in the 2007-08 school year was 43.9, compared to 37.4% statewide, with several local schools above 50%.⁶ Over 63% of children age 1-4 are on Women, Infants and Children (WIC) nutrition assistance, and 21% receive benefits from the Supplemental Nutrition Assistance Program (SNAP).

Climate

The harsh winter climate poses a barrier to physical activity among area residents. The challenge is even greater for Houghton County’s families of lesser means, who can’t afford gym memberships or costly sports equipment. It is harder to bike or walk in the winter in Houghton because of the snow. For example, with Safe Routes to School, parents are concerned about their children walking home in the dark with high snow banks. As is common in rural areas, sidewalks, bike paths, and recreational facilities are in short supply. And the geographic isolation means it is more costly for stores to order and stock produce, which limits residents’ access to affordable fresh foods. Agriculture, which was commonplace just a few decades ago, has waned considerably. Long, snowy winters are problematic for growing many foods, requiring creativity and technology to extend growing seasons. For many in Houghton, a healthy lifestyle is a daily struggle.⁶

COPPER COUNTRY HKHC PARTNERSHIP

The purpose of the Copper Country HKHC partnership was to broaden the scope of healthy eating and active living from an individual program level to a community level in order to continue addressing childhood obesity and to provide kids with a strong support system.

Lead Agency and Leadership Teams

The Western Upper Peninsula District Health Department (WUPDHD) was a multi-county local public health agency located in Michigan's rural and remote western Upper Peninsula (U.P.) region. The health department played a lead role in community efforts to reduce childhood obesity. The health department also helped organizations bring in outside funding and leverage volunteer efforts between groups.

The Healthy Families Consortium served as an advisory group for this project, with members from BHK Child Development Board, the Copper Country Intermediate School District, Michigan Tech University, area hospitals, cities, townships, and community-based volunteer groups. Healthy Families Coalition was one of the paid programs in the community that focused on active living, healthy eating, obesity, and chronic disease prevention.

- The Project Director for the consortium and HKHC partnership was also the Public Health Medical Director at WUPDHD. The director's responsibilities for HKHC were administration of the overall strategic and operational plans and the agency agenda and oversight of public health programming for the department.
- The Project Coordinator for the consortium and HKHC partnership was also the Manager of Community Planning and Preparedness at WUPHD. The Coordinator worked full-time on the HKHC effort, managing the day-to-day operations, community outreach, communications and public media design, workplan development, performance monitoring, and updating the dashboard. The Coordinator served as liaison to funders in the partnership (e.g., Michigan Department of Community Health) and was active on four boards of health committees.

Organization and Collaboration

Political Support

The partnership saw political support for active living and healthy eating change over time and started to notice a shift in priorities due to either changes in local leadership and ideology or a proactive city manager.

- The Project Coordinator had support from county commissioners and regularly met with the Houghton City Manager.
- The Governor of Michigan started the Michigan Health and Wellness 4 X 4 Plan for obesity and chronic disease prevention with a focus on establishing community coalitions across the state.
- The City Council was in support of the Bike and Pedestrian Committee.

To build political support, the lead agency frequently brought coalition members to meetings with political leaders, affording the partnership the opportunity to establish a relationship with the local government. The lead agency established a relationship with a member of Houghton County's planning commission, who became a member of the partnership's food policy and food steering committee and reported back to the planning commission about the HKHC initiatives and efforts. The HKHC partnership was also invited to present to the planning commission.

Bicycle and Pedestrian Committee

The Bicycle and Pedestrian Committee was an informal committee with a lead chairperson that met once a month. A goal of the committee was to make Houghton a model community that would help drive adoption of bike and pedestrian techniques in other places. The committee members also worked on bike commuting to work, so that people could be better connected with their jobs. Any recommendations developed by the committee were brought to the city planning commission and then to the city council. For example, as part of the effort to pass the bike parking zoning change, the planning commission reviewed the policy language collectively before it was brought to the city council. A strength of the bike committee was that it was not affiliated with the city; it had more flexibility to advocate and promote policy and environmental changes.

Western Upper Peninsula Food Hub and Food Policy Council (WUP Food Hub)⁷

The WUP Food Hub was the youngest of the three Upper Peninsula regional food hubs, established in January 2013. WUPDHD took the lead role and organized meetings and facilitated communications. The WUP Food Hub, a food policy council affiliated with the new Upper Peninsula Food Exchange, has dedicated to improving access to fresh local food through policy, education, and local food capacity and distribution development. There were more than 200 members representing farmers, gardeners, retailers, markets, restaurants, schools, hospitals and county planning commission members. The WUP Food Hub formed four committees:

- Steering Committee coordinated regional planning by connecting with the other three committees and the U.P. Food Exchange and its central and eastern food hubs;
- Policy Committee examined the formal and informal rules that affect local food producers and consumers;
- Education and Access Committee worked to expand knowledge, opportunities, systems, and infrastructure for consumers; and
- Distribution and Capacity Committee worked to expand knowledge, opportunities, systems and infrastructure for producers.

Community Champions

Community champions played key roles in helping start the partnership:

- School districts and teachers with an interest in school gardens, nutrition, and environmental impact;
- Volunteers interested in community gardens; and
- A Western U.P. couple in Ontonagon County pursued funding for setting up a food processing, state-licensed facility with cold storage for small farmers.

See Appendix C for a list of all partners.

Partnership Successes

The partnership brought multiple trainings to Houghton County on Complete Streets and on walkable and bikable communities, including presenters from the state transportation department and a national public health, planning, and transportation consultant.

The relationship between the Bike and Pedestrian Committee and the health department helped the committee apply for and receive grant funding for work on Complete Streets. Additionally, the Project Coordinator became a Michigan Complete Streets Institute trainer.

Partnership Challenges

During the first year or two of the grant, the partnership was designed as one large coalition that met regularly. This structure became overwhelming and ineffective because there were too many people with varying interests and expertise at the table. After the second year, the partnership transitioned to a structure of several committees that met independently of one another.

The grant funding cycle was a challenge. Finding and applying for grants was difficult, especially foundation grants due to the lack of large industries and company representatives in the region. It was also challenging to apply for research grants, because there was not a large academic center in the county.

Lessons Learned

The HKHC leadership observed great change over the course of the five-year grant period. Communities and community leaders became more aware of healthy eating and active living efforts. For example, prior to HKHC, city managers had not considered Complete Streets initiatives. HKHC was responsible for educating and bringing to light the many opportunities for healthy eating and active living in Houghton County.

PARTNERSHIP FUNDING

- One full-time position, as well as staff time for WUPDHD personnel, was supported by HKHC funding. This support was one of the major contributions to moving the initiative forward.
- The partnership received the Building Healthy Communities (BHC) grant from the Michigan Department of Community Health (MDCH) in 2010, 2011, and 2012, which supported community gardens, Complete Streets, Safe Routes to School, bike facilities, a corner store initiative, and nutrition education programs.
- Health Resources and Services Administration (HRSA) provided funding for a comprehensive school health project focused on childhood obesity prevention through policy and programming.
- WUPDHD received small grants from the state, from which funding was used to put up the four-season greenhouse in the Calumet school district.
- The City of Houghton received road funds (e.g., paving, signs, infrastructure) from a federal and state gas tax and a city income tax. City property tax covered the basic services and went into the general fund (e.g., garbage, street lighting, police and fire departments). The City Council appropriated the funds once a year.

ACTIVE TRANSPORTATION FUNDING

- The City of Houghton provided in-kind funding for bike parking corrals, bike lane paving (on Sharon Avenue), and a non-motorized trail management plan.
- National Park Service Rivers and Trails Conservation Association provided planning assistance for trails coordination and development.
- The Hancock Bike Committee secured a \$500,000 federal transportation enhancement grant that was added on to a larger \$4M highway construction project.

HEALTHY EATING FUNDING

- The MDCH provided funding for SNAP-Ed community nutrition programs and school garden facilities.
- National Gardening Association awarded the partnership a garden materials and supply grant.
- Ryan Street Community Garden started with funding from the WUPDHD's grant, but later received a small grant from the Canal Run and donations during implementation.
- Pewabic garden was a recipient of one of the largest single awards from the BHC partnership. It received about \$4,000 that was used for materials for the raised beds.
- Baraga and Hancock school/community gardens were funded \$1,500 each from Michigan's Building Healthy Communities grant.

Funding Challenges

Although the partnership received funding from the state at the beginning of the initiative, it was phased out. Additionally, the absence of matched funds for local projects diminished some of the urgency of completing a project within the time constraints. Because municipal government funding was down, completing projects became a challenge because there simply was not enough funding to plan, prepare, or execute them. Funding for maintenance (e.g., recreation facilities) became a challenge because the city council cut budgets from all departments. A challenge for the city was limited funding for roads. Most of the money provided by the state was funneled toward snow removal.

City projects were prioritized by public importance, funding obligations, and importance. For example, some intersection treatments were required by the Tax Increment Finance Authority (TIFA).

See Appendix D for Sources and Amounts of Funding Leveraged.

PLANNING AND ADVOCACY EFFORTS

Community Outreach and Engagement

In order to facilitate the adoption of Complete Streets policies, plans, and practices by city, township, and county governments, the partnership sent 145 invitations for a Complete Streets training to local officials, councils, and planning commissions from across six counties. Thirty-four participants, mostly local government officials and planning commission members attended the Complete Streets training, with presenters from Michigan Department of Community Health (MDCH) and Michigan Department of Transportation (MDOT). Additional input was provided over the course of three resident planning meetings conducted by the city to receive feedback on master planning, including proposed bike and pedestrian routes and enhanced crosswalks. As a result, the community members were able to provide input to policy-makers. One outcome of these interactions was a non-motorized transportation network plan for the City of Houghton. The plan was approved by the planning commission and the city council and was incorporated into the five-year master plan.

COMPLETE STREETS TRAINING
Brought to you by
MDCH Western Upper Peninsula Health Department MDOT

What are Complete Streets? Complete Streets are roadways designed and maintained with all users in mind, including motorists, bicyclists, public transit vehicles and riders, and pedestrians of all ages and abilities.

Who should attend the training? City and Village Managers, members of County Boards, City Councils, Planning Commissions, and Bicycle/Pedestrian Committees.

Why should we attend? Designing and implementing Complete Streets policies and facilities improves the livability of your community and will impact the overall health of residents by providing safe alternatives to automobile travel.

When? September 30, 2010 5:00pm-7:30pm	Where? Ramada Inn of Hancock 99 Navy Street, Hancock	
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Agenda Includes: Speakers from the Western UP Health Department, Michigan Department of Community Health and Michigan Department of Transportation.

Topics Include: Program overview, cost benefits, local case studies, hazard assessment, design standards, stakeholder engagement, ordinance development.

Training is free & dinner will be served!

For more information: Please contact Ray Sharp or Pete Baril at (906) 482-7382

To register: Submit the information below via fax to Pete Baril at (906) 482-9410 or mail to WUPHD, 540 Depot Street, Hancock, MI 49930. Limited to the first 40 applicants, please register by September 1.

Participant Name(s): _____
Organization: _____
Telephone: _____ E-mail: _____

www.MICompleteStreets.org

Two public meetings of the “Trails Summit” were held in Houghton County to increase opportunities for active living and non-motorized route connectivity by developing the Copper Heritage Trail. At the first meeting, 50 local planners and user group representatives met at County Planning Commission and discussed threats, opportunities, and common interests, and created a funded Trail Coordinator position and local trail authority. The second public meeting had 40 in attendance; participants discussed how a nearby county was able to establish a regional trail authority with the power to assess tax.

Community members participated actively on both the food policy groups and the bike and pedestrian committees. Farmers, backyard gardeners, food service workers, and consumers participated in the food policy groups. Similarly, community representative advocates for walking, bicycle advocates, and a city council member were involved on the bike and pedestrian committees.

Advocacy

The partnership established good connections with local media outlets; the Project Coordinator wrote a rotating newspaper column on creating a healthier community. The partnership was also strategic in their messaging when communicating with city officials and often marketed healthy living as an economic benefit to the city.

“We do try to sell the economics. That’s what people care about. If you’re elected as a city commissioner, you’re not living public health all the time; you’re worrying about budget, tax payers, tax revenues, getting re-elected, the business community, the rotary club. Those [people] are your constituents and so we do try to make economic arguments for our health policies.” -Community Member

Programs/Promotions

Parents and students were given information in September 2011 about Safe Routes in the school vicinities, and each school conducted a Walk and Roll to School Day encouragement event.

COMMUNITY ASSESSMENT

HKHC utilized several assessments in order to guide their work around healthy eating and active living:

- **Food Policy Council:** A needs assessment survey was completed for the food policy council with 93 respondents to determine community-identified priorities for policy, education, and environmental change. Results were presented to WUP Food Hub committees and County Board.
- **Healthy Families Preschool Survey:** The purpose of the Healthy Families Preschool survey was threefold: first, to develop an understanding of how families with young children perceived health issues associated with diet and exercise; second, to identify common barriers that prevented families from leading a healthy lifestyle; and third, to determine if families would use facilities aimed at improving health in their communities. Respondents (40) in this survey were primarily parents of children enrolled in one of three local pre-school programs; a majority of them with low to moderate income. See Table 2 for a summary of responses related to barriers that prevented families from healthy eating and exercising.

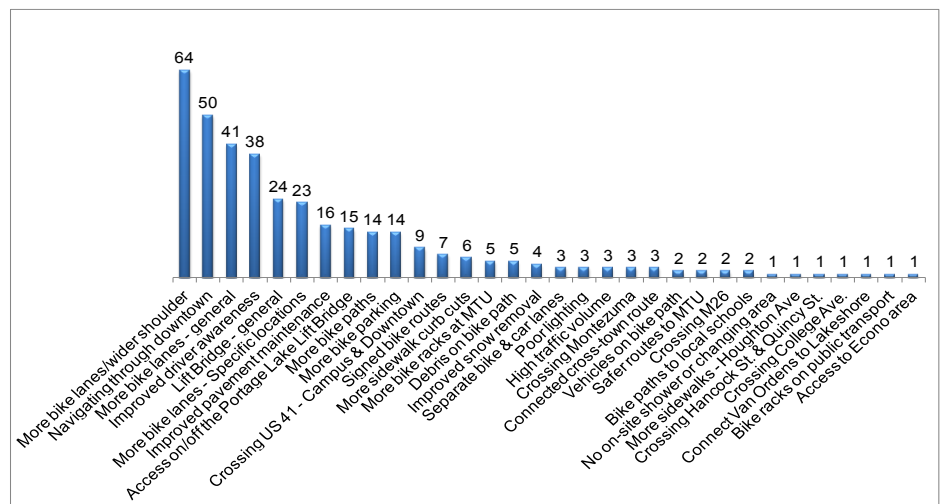
Table 2: Barriers to Healthy Eating and Active Living

Results are ranked from highest to lowest.	
1.	Few places for indoor play/recreation
2.	Cost of sports/recreation equipment
3.	Cost of fresh fruits and vegetables
4.	Not enough time for exercise/recreation
5.	Not enough time for cooking
6.	Hard to find good fresh fruit and vegetables
7.	Few places for outdoor play/recreation
8.	Not sure which foods are the healthiest

- **Bicycle and Pedestrian Surveys:**⁸ Houghton and Hancock Bicycle & Pedestrian Survey was conducted in November 2012 with the intent to record non-motorized users’ routes, common destinations, and feedback on bicycle and pedestrian infrastructure. This online survey was accessible through the City of Hancock and the City of Houghton websites. Each section began with general questions about biking or walking habits, collected common destinations and/or routes, and ended by garnering specific feedback on infrastructure features.
 - The report served as an attachment to the Houghton Non-Motorized Transportation Plan that went to the planning commission and council for approval in March 2013. Hancock intended to use it for identifying needs in its non-motorized plan and to share the data with MDOT officials who were finalizing bike-pedestrian enhancements for a four-mile repaving of State Highway M-26 from Hancock to Dollar Bay in 2014.

- Question 35 asked, “What do you dislike about your bike commute and/or bike routes or facilities in the Houghton/Hancock area or what would you like to see improved?” See Figure 4 for summary results from the 269 cyclist respondents.

Figure 4: Bike and Pedestrian Survey Results



Adapted from WUPDHD 2013 Houghton & Hancock Bike & Pedestrian Survey Report

- **Safe Routes to School (SRTS) Surveys:** Classroom tallies and student and parent surveys were conducted at six schools and submitted to Michigan State University for analysis. Walking/biking audits were included in the surveillance. Results of the audits and surveys were reviewed by school teams. After the review process, action plans were completed and submitted to state the SRTS coordinator.
- **Farmers’ Market Interviews:** Consumer interviews (31) were conducted on several dates using Michigan’s System for Observing Play and Recreation in Communities (SOPARC) farmers’ market intercept survey. The results were tallied, analyzed, and shared with farmers and the Market Manager.

ACTIVE TRANSPORTATION

In response to amending PA 51, modifying how county road agencies' funds are distributed, the state of Michigan passed its state Complete Streets law in 2011. The amendment calls for Complete Streets planning and facilities on state roads and bridges, and instructing county and local areas to consider pedestrian and cycling network connectivity. As a result, Michigan had the most local policies in the nation.

Policy, Practice, and Environmental Changes

Complete Streets

Houghton became the sixth city in Michigan to adopt a Complete Streets ordinance, passed by the City Council on December 23, 2010. It became effective ten days later. The ordinance addresses the needs of all users in transportation planning, renovation, and construction, and suggestions for improving the city's bike and pedestrian plan.⁹

With assistance from The League of American Cyclists, the Houghton Bike and Pedestrian Committee worked to make Houghton a bronze-level bike-friendly community in 2010 and the silver-level for 2013-2017. Actions included writing a statement of intent for the city council and drafting amendments to zoning ordinances regarding bike parking. The bike parking zoning ordinance was passed by the city council.

Complete streets environmental changes were implemented in Houghton. Accomplishments included:

- bike lanes and 8-foot wide paved shoulders and bike lanes striped on Sharon Avenue;
- bike lanes striped on Bridge Street;
- pavers added to the street;
- bump-outs installed at intersections;
- new lighting installed; and
- Fifteen bike racks installed near shopping areas and restaurants.



Source: Transtria LLC

Trail Development

Houghton County and Portage Township constructed an 800-foot, non-motorized trail that greatly improved connectivity between the city trail and bike network and Portage Township.

Environmental changes occurred as a result of trail development in Houghton. Accomplishments included:

- way-finding signage installed to an existing four-mile trail; and
- striping painted on the trail to increase safety and establish different lanes.

Complementary Programs/Promotions

The first Bike to Work Day (May 16, 2013) in Houghton, sponsored by the Bike and Pedestrian Committee and partnering organizations, had about 200 participants. The Committee worked with Calumet and Laurium to put together a Bike to Work Day in their community.

Safe Routes To School

The SRTS program was implemented at schools in Houghton County. Accomplishments included:

- routes designed for walking to school and intersections prioritized for improvements;
- three schools funded for Safe Routes to School (SRTS) initiatives in Houghton County;
- the start of SRTS planning at Houghton Middle/High School, Houghton Elementary School and other area schools; and
- the completion of two years of SRTS planning in four Houghton County school districts and recommendations adopted in local road plans.

Implementation

Students from Michigan Technological University (MTU) partnered with the city on transportation projects due

to their expertise.

Complete Streets

The partnership received a grant from the state of Michigan for training and technical assistance on Complete Streets. A Complete Streets training was hosted in September 2010 for the city council and planning commission in Houghton, Hancock, and surrounding areas.

Safe Routes to School

To develop the SRTS plan, the partnership mapped out the more dangerous transportation routes and identified alternative, safer routes. The partnership assessed which routes students took to school. Three locations for improved crossing and crosswalk safety were identified and the city began working on designs for the medians, crosswalks, signage, and other traffic-calming improvements. Sidewalks are planned to be installed as part of the non-motorized plan which will support SRTS programs.

Population Reach

The lead agency's goal was to expand the initiatives and efforts beyond Houghton County into the larger region of the U.P. The Project Coordinator provided training and assistance to other communities, including Ironwood, Norway, and Ontonagon, who all passed their ordinances.

Development of active transportation improvements in Houghton reached other counties in the Western U.P. Houghton and Keweenaw formed a workgroup in order to develop a two-county recreational trail authority. The workgroup began drafting bylaws for that partnership.

Challenges

A challenge for the bike committee was promoting bike routes that would be safer for commuters. To overcome this challenge, the partnership developed a complete routes system and worked on adding more posted and on-pavement signage to mark bike routes. Another challenge for the bike committee was coordinating promotional and outreach events. In the winter, some of the bike racks at Michigan Technological University (MTU) were removed; therefore, students did not have a place to store their bikes until the spring. Lastly, collecting and analyzing travel data was challenging for the bike and pedestrian committee, although they realized its importance in planning phases and grant proposals.

Lessons Learned

Coordination at the county level to develop a trail system took longer than the partnership expected; the partnership spent two to three years in the planning process, but careful planning can result in a more sustainable project.

Sustainability

Passing the Complete Streets ordinance helped the city move forward with establishing itself as a prominent bike- and pedestrian-friendly community and in strengthening the relationship between the pedestrian and bike taskforces.

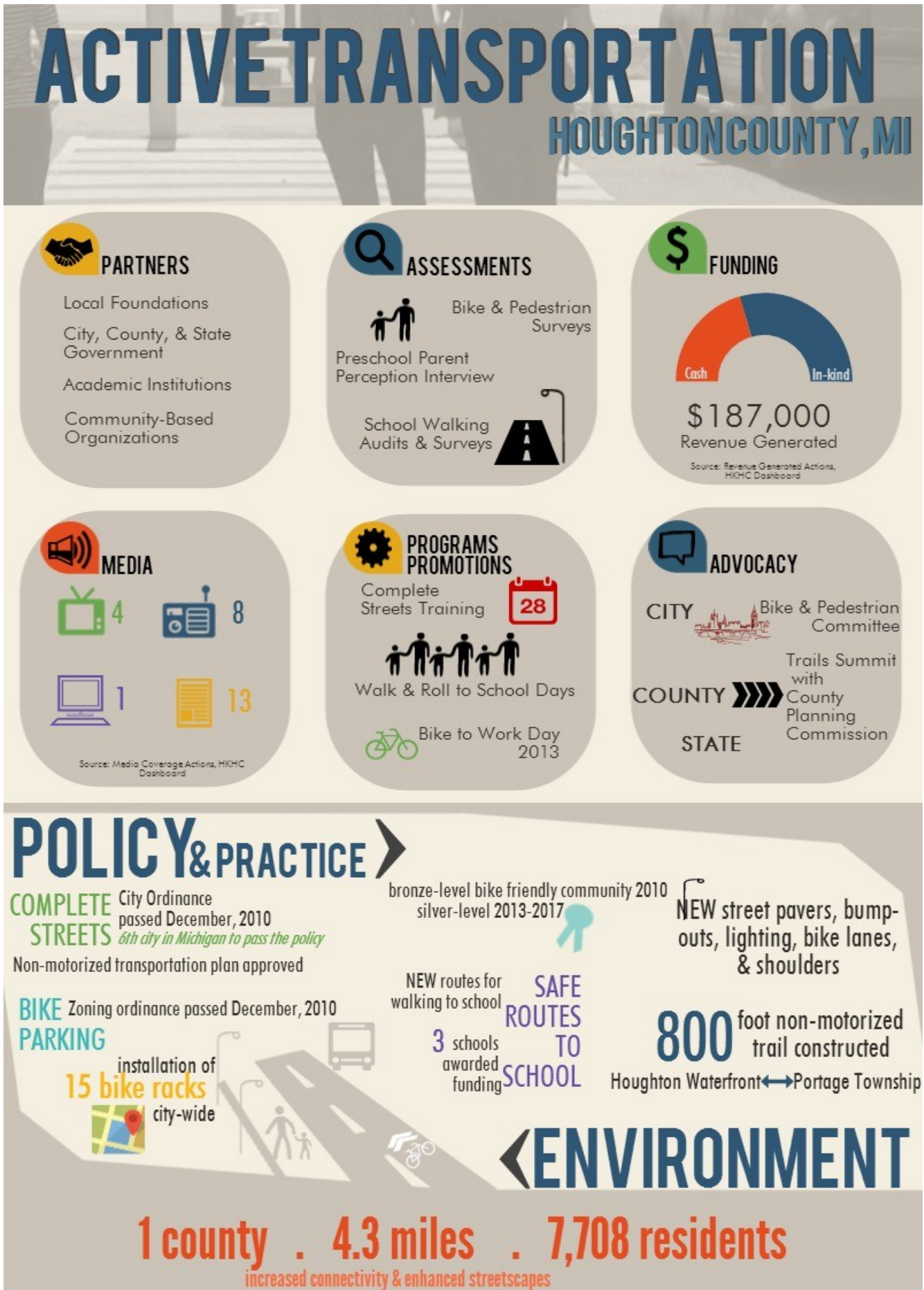
The partnership is developing a non-motorized trail system called Copper Heritage Trail with assistance from the National Park Service, Rivers and Trails Conservation Association of Michigan, MDOT, and Michigan Department of Natural Resources.

The lead agency received funding from an MDOT SRTS grant, which will enable it to work in an additional seven elementary schools, four of which are in Houghton County. The agency will have now worked in all elementary schools in the county.

The City of Hancock is planning to make streetscape improvements to its downtown in 2016. The plans included increasing walkability and bikeability and relied on passing a complete streets resolution and developing a non-motorized transportation plan for the city. Four miles (i.e., from Hancock to Dollar Bay) of Michigan Highway 26, a state highway that runs through Hancock, will be undergoing improvements summer 2014 and will include bicycle and pedestrian improvements. For two miles there will be a multi-use path with a rolled curb that allows for drainage. The other two miles will have an eight-foot shoulder with a rumble strip. The design also calls for snow plowing, which will allow bike and pedestrian access in the winter.

See infographic, Figure 5 for more information on active transportation.

Figure 5: Active Transportation Infographic



COMMUNITY AND SCHOOL GARDENS

HKHC partners increased access to healthy foods in Houghton County by increasing the number and locations of garden plots for low-income families.

Policy, Practice, and Environmental Changes

Copper Country HKHC helped build and expand three community gardens in Houghton, Hancock and Copper City and seven school gardens in Calumet, Hancock, Houghton, Lake Linden, Chassell, South Range and Dollar Bay. Some of the partners working on the garden initiative included the lead agency, Finlandia University, Houghton County Extension Office, and Michigan State University (MSU) Agriculture Extension in Hancock.

The gardens produced enough food for 60 local families and served as locations for nutrition education.

- Both Houghton and Calumet gardens were planted and expanded (i.e., raised beds, soil, fencing, watering system) by students and community members.
- A 180-square-foot greenhouse, specially designed for heavy snow load, was installed at the Calumet school garden in 2012, and was used to extend the growing season.
- WUP Health Department provided a grant to build a gazebo.

Complementary Programs/Promotions

Community Gardens

A Health Educator from WUPDHD used community garden sites in Pewabic to conduct nutrition education courses. Teachers from nearby schools brought their students to the garden for outdoor classes, reading, or gardening lessons.

There was a Ryan Street Garden Team for the Canal Run, the premier summer running and walking event in Michigan's Keweenaw Peninsula.¹⁰

School Gardens

The schools with small-scale gardens primarily used them for gardening and nutrition education; during the school year they were used as an outdoor classroom. However, only some teachers and grade levels used the gardens. Teachers with a greater interest in nutrition and gardening were the champions of this program.

BHK Child Development, an HKHC partner, hosted a summer and after-school program called Great Explorations. The lead agency provided garden and nutrition education in the summer at these schools through its rural health outreach grant. For example, the garden at Calumet integrated CATCH (coordinated approach to childhood health) curricula with the Great Explorations curricula as part of its summer school programming.

“The idea, this is not intended to be a moneymaker. It's intended to be a friend maker and a process developer, and we want to get people familiar with and comfortable with using fresh vegetables. That yes, you can get them here.” -Community Member

Additional programs, such as the Art in the Garden Tour, utilized the gardens for workshops.

The greenhouse at Calumet gardens led to increased food production and sales at area produce markets.

A position was funded by the Michigan Nutrition Network to work with 25 pre-school classrooms and weekly summer programs using Supplemental Nutrition Assistance Program Education (SNAP-Ed) curricula.

Implementation

Community Gardens

Most gardens had an individual plot rental for gardeners to grow food for their families. The food produced at the gardens was mostly for garden plot renters and not for donations because excess food was not produced. Rental prices for plots varied among the gardens. At the Ryan Street Community Garden, gardeners were able to rent up to three plots per year. Fees were \$1/linear foot, ranging in price from \$8-14 per plot each year. In addition to fees, other responsibilities were incurred; each plot came with the responsibility of ten hours of community service per year.

Administration also varied at each garden. For example, the City of Hancock donated compost and water to the Ryan Street garden, and a local resident donated and built a garden shed. Funding through the Building Healthy Communities grant was used to purchase materials for some of the gardens. The grant also funded AmeriCorps members to help build the garden. An art student from Finlandia University designed an arch for the garden. Finlandia University donated the land for the garden. The city government in Hancock paid the water bill for the Ryan Street community garden and the city government in Houghton paid the water bill for the Pewabic Street community garden by allocating a line item in the budget of \$1,000.

School Gardens

The school garden at Hancock Elementary School was built with funds from Michigan Department of Community Health and a match from the school. Smaller gardens were built at five other schools as part of the SNAP-Ed nutrition and gardening program grant. The school garden at South Range Elementary was self-initiated by a partner from the Ryan Street garden. Because of the



Source: Transtria LLC

Lake Superior Stewardship Initiative (LSSI) grant in Calumet, gardeners received child-sized tools (e.g., shovels, rakes, hoes, and small water cans). The garden was also supported by donations from community partners (i.e., volunteer hours) and the school (i.e., donated mulch).

Population Reach

The Calumet school garden serviced the Calumet Laurium and Copper Harbor area and had over 700 students.

Population Impact

The Pewabic garden was located in a central neighborhood of Houghton and community members expressed interest in continued growth in the community; they discussed building a dog park, playground, community center, or farmers' market next to the garden.

Other schools in the project area expressed interest in starting a school garden. For example, a nearby Methodist school had a greenhouse and wanted to start a garden but had trouble getting support from parents and identifying funding.

The gardeners learned a lot about growing in Houghton County and expressed interest in putting together information to help teachers and other gardeners learn more about the climate and growing season.

Lessons Learned

The partnership was successful in starting school and community gardens but was unsure how much impact the gardens had on reducing childhood obesity. There was new enthusiasm in the community, especially among school-aged children, for farming and agriculture.

Sustainability

The partnership worked with the school district in Hancock to facilitate a farm-to-school project. The district received a planning grant for the project. Future aims included establishing a greenhouse on hospital grounds that produced food for the hospital and schools and developing a vocation education track in the high school to train students in food production and preparation.

Calumet schools were working to develop a cooperative learning environment. They had success in receiving grants for the garden and outdoor learning spaces in reference to child development. To provide funding for the garden, the students will have an opportunity to sell starter plants to the community on Saturday mornings. This will be used as a teaching tool in the classroom and help sustain the garden and needed supplies.

FARMERS' MARKETS

HKHC increased access to healthy foods in Houghton County, especially for low-income families, by increasing the size of existing farmers' markets and the number, locations and types of markets.

Policy, Practice, and Environmental Changes

The lead agency started two farmers' markets in Houghton County: Calumet Township and Village of Lake Linden. Although not much produce was sold at the Calumet market, vendors did sell crafts, baked goods, and other prepared products. The Lake Linden market typically had ten farmers at the market every Saturday, and the partnership was able to secure an additional vendor. Both markets were equipped for indoor business in the winter.

Grant funding for equipment and Electronic Benefit Transfer (EBT) machines was secured for the new farmers' markets in Lake Linden and Calumet which allowed families on Supplemental Nutrition Assistance Program (SNAP) to purchase fresh produce. In addition to EBT acceptance, the Linden market accepted vouchers from Project Fresh and Senior Fresh, educational programs that provide participants with coupons to purchase locally grown fresh fruits and vegetables at participating farmers' markets.¹¹ WUPDHD managed the reimbursement of the senior fresh coupons but the distribution was through the MSU Agriculture Extension office in Hancock.

Complementary Programs/Promotions

Healthy eating also gained traction through a partnership with the U.P. Food Exchange, an agricultural hub created by the Marquette Food Co-op. It initiated a new WUP Food Hub to support local farmers and healthy food retail in the region.

Implementation

The Lake Linden market was managed by the Lake Linden Village Council President with help from resident volunteers. The partnership provided the market with funds for tents and tables during the initial start-up and with funds to build capacity. Vendors signed up to sell products at the market and were responsible for paying vendor fees. Vendor fees varied; it cost \$5 for a single day, \$25 for vendors who sold produce for the duration of the summer, and \$15 for artisans for the duration of the summer. The market set up a cash flow account to pay/reimburse vendors. The Market Manager made a point of always placing vendors next to one another so they could get to know each other throughout the season.

Sustainability

Food Hub

The lead agency and HKHC partnership is working to build capacity for food production and distribution among farmers in the Upper Peninsula. Their goal is to have small farms provide food to meet local nutrition needs. One component of their goal is establishing a food hub, or aggregation site, a physical site that small producers/farmers would use to distribute their produce/products to local businesses. Farmers could bring their food, store it in freezer space if necessary, then have it picked up by customers or delivered to customers. The HKHC project coordinator reached out to key stakeholders to move the project forward.

Greenhouses

The lead agency is interested in helping farmers extend the growing season beyond five months into the winter. Using greenhouses, the growing season could be between nine and ten months. The partnership is looking into state funding from the department of agriculture and rural development for greenhouse demonstration projects.



Source: Transtria LLC

SUSTAINABILITY OF THE PARTNERSHIP AND INITIATIVE

The HKHC leadership team worked to create infrastructure in the city so that the work initiated during HKHC would carry on after the grant ended. The structure of the HKHC partnership will continue with several committees consisting of members with common interests and goals. Compared to a structure that brings together many disciplines under one large healthy eating, active living umbrella, the HKHC leadership has seen great success with this model using smaller committees, because it brings together people with a passion for achieving the same goals. There are three distinct committees that work on three issues, including food policy, bike and pedestrian transportation, and school health and wellness.

WUPDHD and its partners will continue to work on community transformation through policy, practice, and environmental change strategies in both the physical activity and nutrition realms, and seek to replicate projects in neighboring counties within the health department's five-county jurisdiction.

- Hancock City Bike and Pedestrian Committee was recently formed and meets monthly.
- Bike Initiatives Keweenaw (BIKE), a regional advocacy group, advocates for non-motorized and intra-city transportation.
- WUPDHD facilitates school health and wellness teams in seven school districts, with membership from teachers, administrators, students, parents and community leaders, to build upon Safe Routes to School efforts and to work on other school-based policies, including curricula and nutrition.
- Through the CATCH-UP project funded by a federal rural health outreach grant, ten elementary schools across four counties will be provided curricula, teacher training, and leadership to school health and wellness teams that address child health issues through policy, system, and environmental change approaches.
- Planners in Lake Linden and Calumet (Houghton County), as well as in Ironwood (Gogebic County) are working on SRTS transportation infrastructure (MAP-21) grant applications.
- Bike and pedestrian committees in Hancock and Calumet hope to follow Houghton's example by passing Complete Streets policies, developing transportation plans that promote pedestrian and cycling access and safety, and becoming recognized as Bike Friendly Communities, while Bike Friendly Houghton and Michigan Tech University seek to take their cycling infrastructures to higher levels by becoming renowned as leaders in winter bike commuting.
- SNAP-Ed programs are continuing in Houghton County.

Staff Roles and Responsibilities

The Project Coordinator's responsibilities and scope of work, obesity prevention and environment and policy changes to encourage healthy eating and active living, will remain the same after the grant period. The Project Director will remain at the health department as the Manager of Community Planning and Preparedness and maintain a focus on childhood obesity prevention.

Future Funding

In addition to establishing new partnerships, the shift from a single coalition to multiple committees has led to new funding streams. For example, the HKHC partnership's original plan was to establish a food policy council for Houghton County. The state of Michigan, however, has provided seven regional food system infrastructure planning grants to support food system planning throughout the state. Houghton County is working through one of these grants to do its food committee's work. The health department received a rural health outreach grant which has helped to develop partnerships with local schools. WUPDHD assisted BHK Child Development with the Zero to Three grant application and was able to implement nutrition and physical activity programming.

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APPENDIX A: HOUGHTON COUNTY, MICHIGAN EVALUATION LOGIC MODEL

In the first year of the grant, this evaluation logic model identified short-term, intermediate, and long-term community and system changes for a comprehensive evaluation to demonstrate the impact of the strategies to be implemented in the community. This model provided a basis for the evaluation team to collaborate with the Copper Country Healthy Kids, Healthy Communities partnership to understand and prioritize opportunities for the evaluation. Because the logic model was created at the outset, it does not necessarily reflect the four years of activities implemented by the partnership (i.e., the workplans were revised on at least an annual basis).

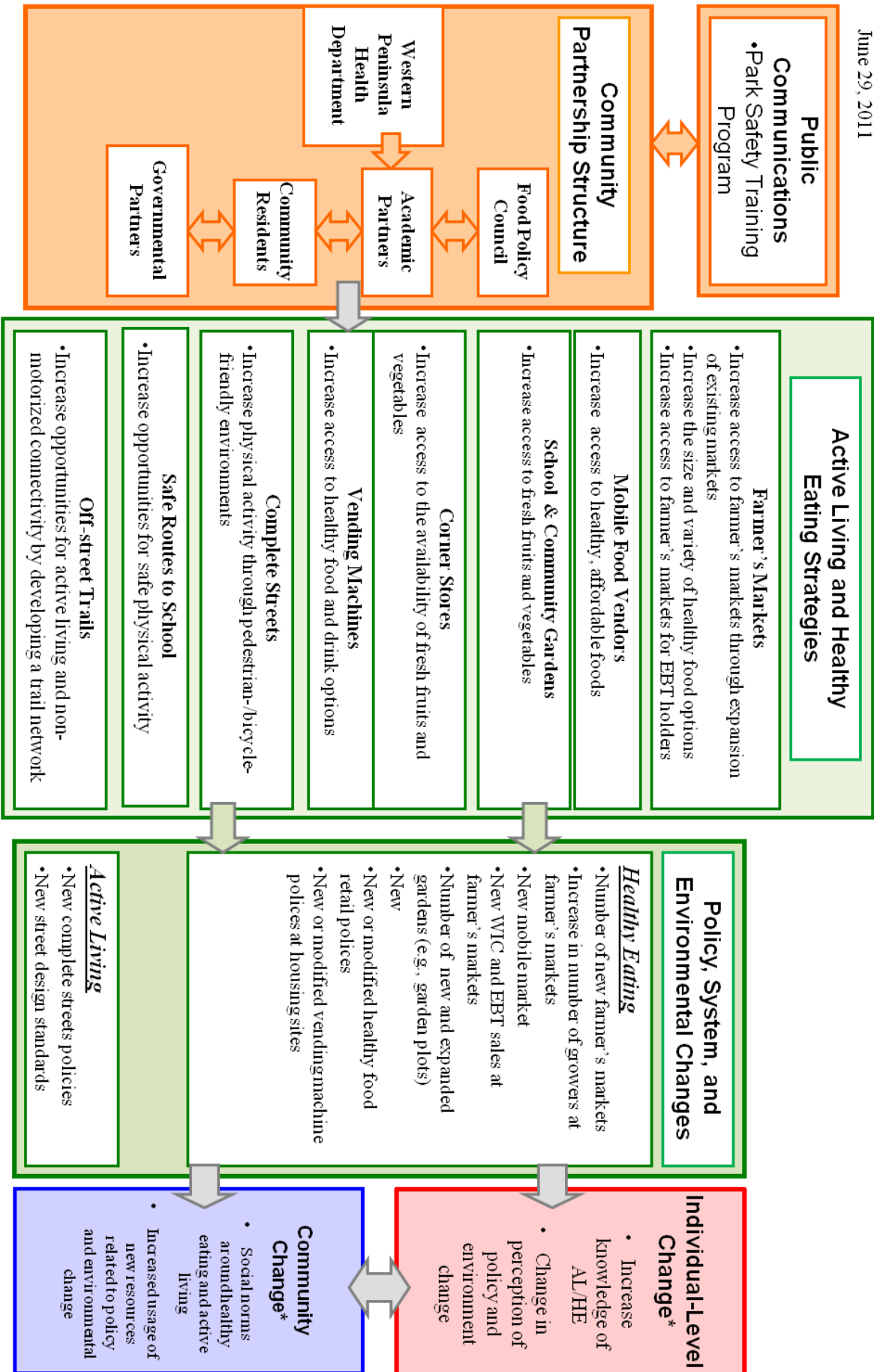
The healthy eating and active living strategies of Copper Country HKHC included:

- *Active Transportation:* Efforts for this initiative focused on passing a Complete Streets ordinance and securing approval of a new, non-motorized transportation plan. Development of Safe Routes to School plans and a new recreational trail authority group were completed. In addition, highway repaving projects were planned for 2014.
- *Community Gardens:* Healthy food access increased in Houghton County with the addition of community and school gardens.
- *Farmers' Markets:* Area farmers' markets were equipped with Electronic Benefit Transfer (EBT) payment systems in an effort to increase the accessibility of local, fresh produce.

Houghton County, MI HKHC Logic Model

Western Upper Peninsula Health Department

June 29, 2011



*Not responsibility of Community Partner to measure.

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey

To enhance understanding of the capacity of each community partnership, an online survey was conducted with project staff and key partners involved with Copper Country Healthy Kids, Healthy Communities during the final year of the grant. Partnership capacity involves the ability of communities to identify, mobilize, and address social and public health problems.¹⁻³

Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design,⁴ an 82-item partnership capacity survey solicited perspectives of the members of the Copper County Healthy Kids, Healthy Communities partnership on the structure and function of the partnership. The survey questions assisted evaluators in identifying characteristics of the partnership, its leadership, and its relationship to the broader community.

Questions addressed respondents' understanding of Copper County Healthy Kids, Healthy Communities in the following areas: partnership capacity and functioning, purpose of partnership, leadership, partnership structure, relationship with partners, partner capacity, political influence of partnership, and perceptions of community members. Participants completed the survey online and rated each item using a 4-point Likert-type scale (strongly agree to strongly disagree). Responses were used to reflect partnership structure (e.g., new partners, committees) and function (e.g., processes for decision making, leadership in the community). The partnership survey topics included the following: the partnership's goals are clearly defined, partners have input into decisions made by the partnership, the leadership thinks it is important to involve the community, the partnership has access to enough space to conduct daily tasks, and the partnership faces opposition in the community it serves. The survey was open between September 2013 and December 2013 and was translated into Spanish to increase respondent participation in predominantly Hispanic/Latino communities.

To assess validity of the survey, evaluators used SPSS to perform factor analysis, using principal component analysis with Varimax with Kaiser Normalization (Eigenvalue >1). Evaluators identified 15 components or factors with a range of 1-11 items loading onto each factor, using a value of 0.4 as a minimum threshold for factor loadings for each latent construct (i.e., component or factor) in the rotated component matrix.

Survey data were imported into a database, where items were queried and grouped into the constructs identified through factor analysis. Responses to statements within each construct were summarized using weighted averages. Evaluators excluded sites with ten or fewer respondents from individual site analyses but included them in the final cross-site analysis.

Findings

Eight of the project staff and key partners involved with Copper County Healthy Kids, Healthy Communities completed the survey.

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APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey

Respondent Summary

Community Partnership

Houghton County

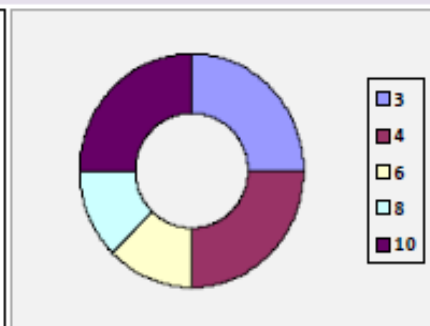
Respondents (n= 8)

Respondent Characteristics

Gender		Identified Race/Ethnicity				Identified Role	
Female	5	American Indian or Alaskan Native	0	Hispanic or Latino	0	Community Partnership Lead	2
Male	3	Asian	0	Not Hispanic or Latino	0	Community Partnership Partner	4
No response	0	White	8	Don't know/ Unsure ethnicity	0	Community Leader	2
Age Range		African American/ Black	0	Refused to identify ethnicity	0	Community Member	3
18-25	0	Pacific Islander/ Native Hawaiian	0	Other ethnicity	0	Public Official	1
26-45	4					Other role	0
46-65	4						
66+	0						
No response	0						

Type of Affiliated Organization

Faith- or Community Based Organization	0	0.0%	(1)
School (district, elementary, middle, high)	0	0.0%	(2)
Local Government Agency (city, county)	2	25.0%	(3)
University or Research/Evaluation Organization	2	25.0%	(4)
Neighborhood Organization	0	0.0%	(5)
Advocacy Organization	1	12.5%	(6)
Health Care Organization	0	0.0%	(7)
Child Care or Afterschool Organization	1	12.5%	(8)
Other	2	25.0%	(10)
No response	0	0.0%	(999)



Partnership and Community Capacity Data

Provision of required space and equipment

Participants provided level of agreement to statements indicating the community partnership provided adequate space, equipment, and supplies to conduct business and meetings.

Strongly agree	41.67%	Strongly disagree	0.00%
Agree	15.28%	I don't know	31.94%
Disagree	11.11%	No response	0.00%

Partner skills and communication

Participants provided level of agreement to statements supporting partner skills and ability to communicate with and engage multiple types of people (e.g., public officials, community leaders).

Strongly agree	56.82%	Strongly disagree	0.00%
Agree	36.36%	I don't know	6.82%
Disagree	0.00%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Community and community members				
Participants provided level of agreement to statements suggesting the communities are good places to live, and that community members are helpful, can be trusted, and share the same goals or values.				
Strongly agree	30.68%	Strongly disagree	0.00%	
Agree	54.55%	I don't know	11.36%	
Disagree	3.41%	No response	0.00%	
Partner and community involvement				
Participants provided level of agreement to statements indicating partners and the community were actively involved in partnership activities, meetings, and decisions.				
Strongly agree	55.00%	Strongly disagree	0.00%	
Agree	45.00%	I don't know	0.00%	
Disagree	0.00%	No response	0.00%	
Partner and partnership development				
Participants provided level of agreement to statements suggesting the partnership and its partners seek ways learn, develop, and enhance sustainability.				
Strongly agree	7.50%	Strongly disagree	0.00%	
Agree	55.00%	I don't know	27.50%	
Disagree	10.00%	No response	0.00%	
Partnership structure, organization, and goals				
Participants provided level of agreement to statements suggesting partnership has processes in place related to structure, meeting organization, and goals.				
Strongly agree	41.67%	Strongly disagree	0.00%	
Agree	33.33%	I don't know	20.83%	
Disagree	4.17%	No response	0.00%	
Relationship between partners and leadership				
Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.				
Strongly agree	65.63%	Strongly disagree	0.00%	
Agree	31.25%	I don't know	0.00%	
Disagree	3.13%	No response	0.00%	
Community members intervene				
Participants provided level of agreement to statements indicating that community members can be counted on intervene in instances where someone is disrespectful, disruptive, or harmful to another community member.				
Strongly agree	8.33%	Strongly disagree	8.33%	
Agree	41.67%	I don't know	20.83%	
Disagree	20.83%	No response	0.00%	
Leadership motivation				

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Participants provided level of agreement to statements suggesting the leadership is motivated to help others, work with diverse groups, shows compassion, and follows through.

Strongly agree	71.88%	Strongly disagree	0.00%
Agree	25.00%	I don't know	3.13%
Disagree	0.00%	No response	0.00%

Community member and partner participation

Participants provided level of agreement to statements indicating that community members and partners have opportunities to serve in leadership roles and participate in group decision-making.

Strongly agree	62.50%	Strongly disagree	0.00%
Agree	29.17%	I don't know	4.17%
Disagree	4.17%	No response	0.00%

Involvement in other communities

Participants provided level of agreement to statements suggesting leadership and partners are involved in other communities and various community groups, and help communities work together.

Strongly agree	75.00%	Strongly disagree	0.00%
Agree	18.75%	I don't know	6.25%
Disagree	0.00%	No response	0.00%

Community member willingness to assist

Participants provided level of agreement to statements suggesting most community members help neighbors and solve community problems. It also suggested some community members may take advantage of others.

Strongly agree	59.38%	Strongly disagree	0.00%
Agree	21.88%	I don't know	15.63%
Disagree	3.13%	No response	0.00%

Core leadership and leadership skills

Participants provided level of agreement to statements suggesting the community partnership has a core leadership group organizing efforts, and that leaders have the skills to help the partnership achieve its goals.

Strongly agree	68.75%	Strongly disagree	0.00%
Agree	31.25%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

Partner motivation

Participants provided level of agreement to statements indicating that partners won't give up in their efforts to create change and increase sense of community through the partnership.

Strongly agree	50.00%	Strongly disagree	0.00%
Agree	37.50%	I don't know	8.33%
Disagree	4.17%	No response	0.00%

Visibility of leadership

Participants provided level of agreement to statements suggesting the leadership is known in the community and works with public officials.

Strongly agree	75.00%	Strongly disagree	0.00%
Agree	25.00%	I don't know	0.00%
Disagree	0.00%	No response	0.00%

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Community Partnership

Leadership lives in the community				
Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.				
Strongly agree	87.50%	Strongly disagree	0.00%	
Agree	12.50%	I don't know	0.00%	
Disagree	0.00%	No response	0.00%	
Leadership has a respected role in the community				
Participants provided level of agreement to a statement that suggests at least one member of the leadership team has a respected role in the community.				
Strongly agree	87.50%	Strongly disagree	0.00%	
Agree	12.50%	I don't know	0.00%	
Disagree	0.00%	No response	0.00%	
Community partnership initiatives are known				
Participants provided level of agreement to a statement suggesting that community members are aware of the partnership's initiatives and activities.				
Strongly agree	37.50%	Strongly disagree	0.00%	
Agree	50.00%	I don't know	12.50%	
Disagree	0.00%	No response	0.00%	
Division of resources				
Participants provided level of agreement to a statements suggesting that resources are equally divided among different community groups (e.g., racial/ethnic, lower income).				
Strongly agree	50.00%	Strongly disagree	0.00%	
Agree	50.00%	I don't know	0.00%	
Disagree	0.00%	No response	0.00%	

APPENDIX C: COPPER COUNTRY HEALTHY KIDS, HEALTHY COMMUNITIES PARTNER LIST

Members of Copper Country Healthy Kids, Healthy Communities	
Organization/Institution	Partner
Colleges/Universities	Michigan State University Extension
	Michigan Technological University Department of Civil and Environmental Engineering
Foundation	BHK Child Development Board
Government Organizations	Houghton City Council
	Houghton County Commission
	Michigan Department of Community Health
	Michigan Department of Transportation
	Michigan Department of Natural Resources
	National Park Service
	Rivers and Trails Conservation Association of Michigan
	Western Upper Peninsula District Health Department*
Western Upper Peninsula Planning & Development Region	
Other Community-Based Organizations	Healthy Families Coalition
	Lake Linden Village Council
Policy/Advocacy Organizations	League of American Cyclists
	National Gardening Association
	U.P. Food Exchange
School	Public Schools of Calumet, Laurium, Keweenaw

*Denotes lead agency for the partnership

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership	Houghton County		
Resource source	Year	Amount	Status
Local government			
Matching funds			
	2010		Annual total \$72,167.30
		\$72,167.30	Accrued
	2011		Annual total \$1,900.00
		\$1,400.00	Accrued
		\$500.00	Accrued
	2012		Annual total \$1,000.00
		\$1,000.00	Accrued
	2014		Annual total \$21,051.00
		\$21,051.00	Accrued
Other			
	2010		Annual total \$2,250.00
		\$2,250.00	Accrued
Sum of revenue generated by resource source		\$98,368.30	
State government			
Matching funds			
	2010		Annual total \$38,000.00
		\$38,000.00	Accrued
	2011		Annual total \$102,966.00
		\$27,545.00	Accrued
		\$25,421.00	Accrued
		\$50,000.00	Accrued
	2012		Annual total \$76,984.00
		\$24,000.00	Accrued
		\$25,000.00	Accrued
		\$27,984.00	Accrued
Other			
	2010		Annual total \$27,300.00
		\$3,500.00	Accrued
		\$10,800.00	Accrued

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Houghton County	
Resource source	Amount	Status	
	\$3,000.00	Accrued	
	\$10,000.00	Accrued	
2011		Annual total	\$15,100.00
	\$5,000.00	Accrued	
	\$10,100.00	Accrued	
Sum of revenue generated by resource source	\$260,350.00		
National government		Year	
Matching funds			
2012		Annual total	\$20,000.00
	\$20,000.00	Accrued	
2014		Annual total	\$150,000.00
	\$150,000.00	Accrued	
Other			
2011		Annual total	\$20,000.00
	\$20,000.00	Accrued	
Sum of revenue generated by resource source	\$190,000.00		
Foundation		Year	
HKHC funds			
2010		Annual total	\$84,181.00
	\$370.00	Accrued	
	\$59,585.00	Accrued	
	\$4,253.00	Accrued	
	\$1,600.00	Accrued	
	\$2,189.00	Accrued	
	\$94.00	Accrued	
	\$16,090.00	Accrued	
2011		Annual total	\$95,722.00
	\$5,207.00	Accrued	
	\$1,650.00	Accrued	
	\$650.00	Accrued	
	\$2,868.00	Accrued	
	\$9,787.00	Accrued	

APPENDIX D: SOURCES AND AMOUNTS OF FUNDING LEVERAGED

Community Partnership		Houghton County	
Resource source	Amount	Status	
	\$75,521.00	Accrued	
	\$39.00	Accrued	
2012		Annual total	\$196,464.00
	\$86,993.00	Accrued	
	\$11,016.00	Accrued	
	\$6,654.00	Accrued	
	\$1,893.00	Accrued	
	\$245.00	Accrued	
	\$3,117.00	Accrued	
	\$1,399.00	Accrued	
2013	\$85,147.00	Accrued	Annual total \$22,665.00
	\$1,321.00	Accrued	
	\$1,105.00	Accrued	
	\$11,131.00	Accrued	
	\$398.00	Accrued	
	\$5,767.00	Accrued	
	\$2,943.00	Accrued	
Matching funds			
2014		Annual total	\$74,552.00
	\$24,000.00	Accrued	
	\$50,552.00	Accrued	
Sum of revenue generated by resource source	\$473,584.00		
Non-profit organization		Year	
Matching funds			
2010		Annual total	\$1,000.00
	\$1,000.00	Accrued	
2011		Annual total	\$1,500.00
	\$1,500.00	Accrued	
Sum of revenue generated by resource source	\$2,500.00		
School		Year	
Matching funds			